Ministry of
Children and Family Development

2011/12
Annual Service Plan Report

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Published by the Ministry of Children and Family Development

Message from the Minister and Accountability Statement

I am pleased to present the *Ministry of Children and Family Development's 2011 12 Annual Service Plan Report*. This report highlights the Ministry's achievements and progress over the past year and discusses the vision for continuing to strengthen support for vulnerable children, youth and families in BC.

Over the past year, government has concentrated on keeping families at the forefront of decision-making as part of our Families First agenda which emphasizes a modern approach to supporting families, increasing skills training and access to jobs, and open, accountable government.

In 2011/12, we proclaimed the first BC Child and Youth in Care Week to celebrate the strengths, energy and accomplishments of children and youth in government care and to encourage community members to stand in solidarity with young people in care.

I am very excited about our partnership with the Union of BC Municipalities Healthy Communities Committee. In 2011/12 we announced the first seven communities where we will be piloting community poverty reduction strategies. Our goal is to make a difference in the lives of individual families by bringing together existing community resources and encouraging local, innovative ways of addressing family needs in metro, urban, rural and remote settings.

Policy changes to Child Safety, Family Support and Children in Care services provide more opportunities for involvement of and collaboration with families, greater structure and improved response to the protection, support and advocacy of children and youth in the province. Through an Advocacy Protocol signed with the BC Representative for Children and Youth, Ministry staff, service providers and families will work together to ensure there are no barriers to the RCY exercising its advocacy function and achieving the best results for children and youth in BC.

In collaboration with a team of six deputy ministers, the Provincial Office of Domestic Violence was created on March 26th, 2012 to lead the development of a comprehensive action plan, and chart a course towards a coordinated and strengthened approach to domestic violence. The immediate focus will be to identify gaps in policies, practices and services across government that support children and families experiencing domestic violence.

Our successes are possible only because of the knowledge and dedication shown by Ministry staff and partners who make it their mission to improve the quality of life for BC children and families.

The *Ministry of Children and Family Development 2011 12 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *Revised 2011 12 – 2012 13 Service Plan*. I am accountable for those results as reported.

Honourable Mary McNeil
Minister of Children and Family Development
June 30, 2012

Table of Contents

Message from the Minister and Accountability Statement 3

Highlights of the Year 5

Purpose of Ministry 9

Strategic Context 11

Report on Performance 13

Performance Results Summary Table 13

Goals, Objectives, Strategies and Performance Results 14

Report on Resources 23

Resource Summary Table 23

Explanation of Resource Summary 24

Annual Service Plan Report Appendices 25

Appendix A: Ministry Contact Information 25

Appendix B: Hyperlinks to Additional Information 26

Highlights of the Year

Organizational Highlights

Over the course of 2011/12, the Ministry identified 17 Key Actions to guide incremental improvements to its practice and service delivery model. These key actions included: implementing new Structured Decision-Making tools, implementing the Advocacy Protocol Agreement between the Ministry and the Representative for Children and Youth and delivering the Integrated Case Management System in cooperation with the Ministries of Social Development and Labour, Citizens' Services and Open Government.

While work on these actions progressed, planning also began on the ***2012/13 – 2014/15 Operational and Strategic Directional Plan***. In the fall of 2011 and through early 2012, Ministry staff engaged in a dialogue with key stakeholders on the emerging strategic direction. Stakeholder feedback was instrumental in the process to shape the Ministry's Directional Plan. This Plan was launched in May 2012 and it focuses on improving outcomes for the more than 127,000 children, youth and families whose lives we touch, through incrementally improving and strengthening our own performance across a range of Key Result Areas. The Plan is built around three strategic themes important to the Ministry:

1. **Achieving service excellence** across the Ministry's six service lines by increasing the value of Ministry delivered or funded services for children, youth and families;
2. **Achieving operational excellence** by optimizing the use of available resources to maximize available services and support to children, youth and families; and
3. **Pursuing continuous learning and growth** to improve services based on an engaged, skilled, well-informed and well-led workforce.

Early Child Development and Child Care Services

The Seeds of Empathy program, focussing on fostering emotional literacy in children aged three to five years, expanded to 22 preschool and child care settings in 2011-12, while the Ministry also maintained support for 14 existing Aboriginal Seeds of Empathy programs in First Nations and urban Aboriginal settings across the province.

Several significant events were held in 2011/12:

- The 4th annual Child Care Awards of Excellence – honouring BC child-care professionals, organizations, and local governments demonstrating outstanding service to children and families – was held in Vancouver on May 11th;
- May 17th was proclaimed as Child Care Provider Appreciation Day in recognition of the extraordinary work of child care providers in the province;
- On June 13th, the Ministry of Children and Family Development, together with the Ministry of Education, announced the expansion in BC of the internationally recognized Roots of Empathy anti-bullying program to approximately 360 elementary classrooms across BC. The Roots of Empathy anti-bullying classroom program actively promotes

respectful, kind behaviour and addresses aggressive behaviours such as bullying, harassment, violence and intimidation; and,

- On November 15th, the Ministry hosted an Early Childhood Development Fall Forum. Approximately 80 external and cross-ministry stakeholders from around the province, including representatives from several Aboriginal, First Nations and Métis organizations, met to collaboratively begin developing a shared approach for parenting/family support programs in BC and to prioritize next steps given a shifting socio-economic context. Following the Forum, the Ministry launched a SharePoint site to support and sustain the dialogue with the early years stakeholder community.

Services for Children and Youth with Special Needs

In August 2011, the Aboriginal Infant Development and Aboriginal Supported Child Development programs of BC were awarded the Representative for Children and Youth's *Cultural Heritage and Diversity Award of Excellence*. The Ministry continues to support this very important work with Aboriginal children and families, strengthening the capacity for these programs through its support of the Office of the Provincial Advisor for Aboriginal Infant Development and Aboriginal Supported Child Development.

In response to the recommendations of the Representative for Children and Youth report *Isolated & Invisible: When Children with Special Needs are Seen but Not Seen*, the Ministry worked closely with the Office of the Representative for Children and Youth to develop an action plan to enhance social work practice and strengthen the system serving children and youth with special needs and their families. Eleven key tasks were completed, including: the development of new policies promoting information sharing, collaboration and standardized assessment and case management; increased training; updating an operating agreement to support youth transitioning to Community Living BC; identifying and reviewing plans of service for high priority children; and improving collaboration within Ministry of Children and Family Development and with other ministries and organizations to assist children and youth with special needs.

Child and Youth Mental Health Services

The Ministry offers a range of supports and services to prevent and address mental health challenges in children, including the FRIENDS For Life program. This school-based prevention program is designed to increase resiliency and reduce anxiety and has been available to BC children in grades 4 and 5 since 2004, and youth in grade 7 since 2008. In January 2011, the Ministry introduced the early years version, Fun FRIENDS, to kindergarten and Grade 1 students province-wide, through provision of 57 training sessions that reached almost 1100 kindergarten and grade one teachers. The youth version was also expanded to grade 6 students in 2011.

In 2011/12, a telehealth pilot project was undertaken in the North Region in conjunction with the Ministry of Children and Family Development's Child and Youth Mental Health Policy and the Provincial Health Services Authority and the Northern Health Authority. This pilot project supports direct clinical telehealth consultation for children and youth receiving services from Ministry Child and Youth Mental Health in Prince Rupert who receive psychiatric consultation from psychiatrists located at BC Children's Hospital in Vancouver. Future plans include

expansion of clinical telehealth to Ministry sites in other regions, and to other Ministry program areas.

Child Safety, Family Support and Children in Care Services

On May 19th, 2011 an amendment to the *Child, Family and Community Service Act* passed third reading. The new legislation - aimed at keeping families together and creating safe, supportive, caring and stable homes for children and youth who cannot live with their parents - applies to children placed with extended families under the Extended Family Program or under a temporary Child, Family and Community Service Act court order, allowing the transfer of permanent legal custody of vulnerable children living with extended family, without having to first remove the child into government care, creating a simpler, more streamlined approach. As child protection and safety remain the Ministry's top priority, important safeguards such as an assessment of parenting abilities and criminal record checks will be put in place to help ensure the child's new home is safe, stable and loving.

The Lower Mainland program *Promoting Positive Parenting Across Cultures* was a regional finalist in the 2011-12 Premier's Awards in the Partnership Category. This partnership - of community representatives from MOSAIC, SUCCESS, South Vancouver Neighbourhood House, Multicultural Helping House Society, Vancouver, Surrey, and Burnaby School districts, and the Ministry's Coast Fraser Region - identified a common goal of providing information about Canadian culture, parenting norms, and the roles and responsibilities of the Ministry to refugee and immigrant parents.

Adoption Services

Throughout November 2011, British Columbia celebrated Adoption Awareness Month to acknowledge the many families created through adoption and bring attention to those children and youth who still need the care and love of a permanent family. In 2011-2012, there were 226 adoption placements of children in the continuing care of the Ministry.

Youth Justice Services

The program *Inter-Regional at Risk Youth Link* (I-RAYL) was the Lower Mainland regional winner in the in the 2011-12 Premier's Awards in the Partnership Category. I-RAYL is the result of a highly successful cross community/cross government partnership between the Ministry of Children and Family Development, Pacific Community Resources, TransLink, and Greater Vancouver Transit Authority Police and has a working relationship with other community agencies in Metro Vancouver. These partners work together to help homeless and at-risk youth who gather at SkyTrain stations in the BC Lower Mainland. I-RAYL links these youth to the supports they need to avoid being victimized or exploited by drug dealers or gang members. It uses resource workers and existing outreach programs to connect youth to housing, addiction services, counselling, school supports and other services they need to improve their lives. The program started as a crime prevention pilot project in 2008 and has received ongoing Ministry funding since 2010. I-RAYL was honoured by the Representative for Children and Youth with an Award of Excellence for Innovative Services in 2010.

On January 18th, 2012, the Ministry announced that it is enhancing services for youth in custody as part of a redesign undertaken to respond to declining numbers of youth in the Province's three youth custody centres in Burnaby, Victoria and Prince George. Planned improvements to youth custody rehabilitation services include enhancements to Aboriginal programs and expanded mental health and addictions counselling services, and enhanced gender-specific programs for girls. BC consistently has one of the lowest rates of youth custody in Canada, due to its use of community-based alternative programs, treatment services and integrated service delivery. BC's youth custody rates have fallen 75 per cent since 1995-96 – from a high of 400 to an average of 101 in 2011-12.

Purpose of the Ministry

Ministry Mission

The Ministry of Children and Family Development supports healthy child development by its commitment to a collaborative professional practice delivered across a range of services that strive to maximize the potential of children and youth and achieve meaningful outcomes for children, youth and families.

The foundation of the Ministry's work is to provide effective services that support healthy, safe environments where children are connected to their family and community. The primary focus of the Ministry is to support vulnerable children and their families using a client-centred approach to service delivery that builds on their existing resources and capacities. This client-centered approach allows the Ministry to deliver services in a respectful, compassionate, strengths-based and culturally appropriate manner that maximizes the potential of children, youth and families to achieve meaningful outcomes.

Ministry services are complementary and families may access a combination of services delivered through the following six service lines:

- ***Early Childhood Development and Child Care Services*** improve parent/caregiver and child outcomes by providing programs and services which are intended to improve school readiness rates, nutrition and health status, social and emotional behaviour, parent-child attachment and community engagement and, in the case of child care, support labour market attachment.
- ***Services for Children and Youth with Special Needs (CYSN)*** promote the healthy development of children with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- ***Child and Youth Mental Health (CYMH) Services, including community-based CYMH services, and the Maples Adolescent Treatment Centre,*** offer a wide range of supports to promote mental health, prevent mental health and/or substance use problems and intervene appropriately to mitigate their effects on children, youth and their families.
- ***Child Safety, Family Support and Children in Care Services*** promote the well-being of children, youth and families through prevention and intervention supports which enable parents and extended family to care for children and youth; and where necessary access alternative care arrangements with extended family or directly provide for the care and development of children and youth.

- ***Adoption Services*** find permanent care for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a BC adoption and are searching for their birth families.
- ***Youth Justice Services*** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

Ministry programs and services are coordinated through a central provincial office and are delivered throughout four geographic regions (Coast Fraser, Interior, North and Vancouver Island). Each region is divided into Service Delivery Areas which are each made up of Local Service Areas.

The majority of services are delivered regionally, however the Ministry also delivers a range of services through provincial programs including: child care operating and subsidy funding, Children and Youth with Special Needs autism and medical services, services for the deaf and hard of hearing, the Child and Youth Mental Health *Friends* program, the Maples Adolescent Treatment Centre, Provincial Adoption Services, the Youth Education Assistance Fund (YEAF), Youth Custody Services and Youth Forensic Psychiatric Services.

The Ministry's partnerships, with the Federal Government, other provinces and territories, as well as other Provincial ministries, enable the Ministry to strive to provide children and families with integrated and coordinated cross-government services. The Ministry works closely with partners in order to design, implement and deliver initiatives such as the early childhood education programs and services, child care services, the integrated case management system and services for Aboriginal communities.

A critical focus for the Ministry is working in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families and achieve the vision of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. A key partner in providing services to Aboriginal children and families are Delegated Aboriginal Agencies who, through the development of agreements between the province and First Nations communities, are given authority under the *Child, Family and Community Service Act* to provide child protection and family support services. Further, the Ministry works with Aboriginal communities and other government partners to support measures to eliminate circumstances that impede access to services while focusing on supporting quality services that are focused on strengthening Aboriginal families and reducing the number of Aboriginal children coming into care.

The work of the Ministry is guided by the following legislation that outlines roles and responsibilities for the Ministry, Delegated Aboriginal Agencies and contracted community agencies: *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.

Strategic Context

Current international, federal and provincial trends and issues create both challenges and opportunities that affect services for children, youth and families in the province, as do the economy, changing demographics and new technologies which all influence the environment in which the ministry operates.

Economic Downturn

The recent global economic downturn has had negative impacts around the world and although Canada and BC have fared relatively well, the province is not immune from its effects and the Ministry is sensitive to the effect of these stressors on families. Families in BC are experiencing a time crunch. Parents report spending more time at work and spending less quality time together as a family than desired. There is an increasing demand for quality child care as both parents work in two-thirds of two-parent families in BC. For lone-parent families the cost of child care can be a challenge.

In partnership with the Union of BC Municipalities, community organizations, the private sector and other ministries, the Ministry will develop strategic, measurable plans in seven communities focused on reducing poverty, mitigating its effects and supporting services for low income families.

British Columbia's real GDP increased by 2.9 per cent in 2011 (according to the preliminary GDP by industry data from Statistics Canada), following a growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility, and slower than anticipated Asian demand for BC products.

The Ministry will actively review and explore new ways to improve service delivery across all service lines. This will be achieved in active partnership with other ministries, sectoral and community-based agencies, staff and stakeholders, Aboriginal communities, academic institutions and the families, children and youth we serve.

Aging Workforce

A gradually aging workforce requires a more flexible and dynamic strategy in order to respond to the needs of staff as well as develop new ways to support staff in meeting the changing needs of children, youth and families.

Although BC's population is aging, it is also forecast that as of 2012 the child and youth population of BC will begin to gradually increase. In 2011 the total population of children and youth (aged 0 – 18 years) in BC was 904,086, which represents 19.7% of BC's total population.

The increasing child and youth population may produce a greater demand for services for children, youth and their families.

In response, the Ministry will use a Lean organizational approach, to drive continuous improvement and focus on doing more with existing resources to ensure services are effective, client-centred, accessible, safe and appropriate.

The Ministry will pursue operational excellence and optimize the expertise and skills of its workforce through effective service design and delivery and a supportive underpinning of evidence informed policies, service standards and practice guidelines.

The Ministry will work to strengthen its collaboration and partnerships both inside and outside government.

Immigration

Our province will continue to welcome people from around the world and the Ministry must continue to develop services that specifically meet the needs of newcomers and current residents.

With the Families First Agenda for Change, the BC government has committed to modernizing its approach to supporting families. As part of this approach, the Ministry is focused on improving its ability to provide citizens with easy access to culturally appropriate programs and services.

Open Data and Public Engagement

The Ministry is working to change its relationship with citizens. Initiatives like open data and open information promote the principles of transparency, collaboration and participation and will enable citizens to participate in discussions regarding the policies, programs and services that impact their lives.

The Ministry will increasingly report out on performance across its services lines. Technological innovation creates opportunities to change where, when and how social services are delivered. The implementation of a new integrated case management system will provide a modern platform that will enable improved collaboration and coordination of services to children youth and families.

Increased access to information through the internet, linked with Government investment in infrastructure to give citizens across the province access to broadband internet, provide opportunities in rural and remote communities to access online services and supports and provide greater participation for both clients and staff in how the Ministry provides services.

Report on Performance

Performance Results Summary Table

Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities.	**2011/12 Target**	**2011/12 Actual**
Children, youth and families are served by a continuum of developmentally appropriate services Average number of single-parent families who receive a Child Care Subsidy	15,000	14,326 NOT ACHIEVED
Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities	**2011/12 Target**	**2011/12 Actual**
Child, youth and family services build on inherent strengths Number of children having to leave their parental home who are able to remain with extended family or community	850	1,067 ACHIEVED
Number of families participating in Collaborative Planning Decision Making processes	4,400	6,691 ACHIEVED
Goal 3: Provide intervention services and supports based on the assessment of individual needs	**2011/12 Target**	**2011/12 Actual**
Individual child and youth plans are based on individual needs and reflect a strengths and team based approach Number of children under a continuing custody order who enter grade seven and are still in school three years later	95%	96% ACHIEVED
Per cent of Aboriginal children having to leave their parental home who receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	58%	58.6% ACHIEVED
Per cent of children in "out of home care" for at least two years who experienced no change in placement	56.5%	59% ACHIEVED
Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services	**2011/12 Target**	**2011/12 Actual**
Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions	-	-
Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system	**2011/12 Target**	**2011/12 Actual**
An integrated quality assurance system that supports continuous organizational learning and a culture of improvement Number of publicly reported performance measures	30	30 ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities

Objective: Children, youth and families are served by a continuum of developmentally appropriate services

Strategies:

Continue to work with the Ministry of Education to align child care services to support the introduction of full day kindergarten for five-year-olds in BC and to support the development of pre-kindergarten options.

Work with communities to develop opportunities to provide input into child care, early childhood development, and family support programs and services.

Implement initiatives that strengthen the connection between early learning and care, including alignment with StrongStart Centres and Neighbourhood Learning Centres.

Performance Measure 1: Number of single-parent families who receive a Child Care Subsidy

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Average number of single-parent families who receive a Child Care Subsidy	14,118	14,814	14,785	15,000	14,326

Data Source: Child Care Subsidy datamart

Discussion of Results

The Child Care Subsidy program provides financial assistance to low and moderate income families to help offset the cost of child care so families can access a range of affordable, safe, quality child care options. Access to quality child care is a factor that contributes to the healthy development of children and can have a positive impact on a child's well-being and developmental outcomes. The Child Care Subsidy program is demand-driven, with all eligible families receiving assistance if requested. Over 35,000 families with more than 50,000 children receive a subsidy each year.

Child care is a necessity for single parents who wish to be engaged in the workforce. As the children of single parents are likely to spend a portion of their time in child care, it is important that the child care they attend supports positive growth and development. Research suggests that a childhood enriched with early learning leads to more positive outcomes over time, and so

improving access to quality child care is an effective strategy to reduce the potential for vulnerability in children.

Access to quality child care benefits all children, especially vulnerable children and their families. Quality child care helps contribute to the success of children in school and throughout the life-span, and reduces the need for more serious intervention later in life. This performance measure focuses on the number of single-parent families who receive a child care subsidy and represents the Ministry's commitment to help families secure access to quality child care for their children.

The target for this demand-driven measure was not met in 2011/12. This was due to the continued implementation of full-day kindergarten, as well as a policy change that aligned the income threshold and subsidy rates for families with a kindergarten-aged child to ensure consistency for all school-aged children.

Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities

Objective: Child, youth and family services build on inherent strengths

Strategies:

Develop and implement regional plans to increase the use of the Collaborative Response Model.

Align effective kinship care practices, policies, supports and services along a continuum that effectively responds to the needs of children, birth families, and kinship families.

Promote promising practices and innovative approaches in supporting families raising children and youth with Fetal Alcohol Spectrum Disorder.

Performance Measure 2: Number of children placed with extended family or in the community

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Number of children having to leave their parental home who are able to remain with extended family or community	709	712	862	850	1,067

Data Source: Management Information System/Social Worker System

Discussion of Results

This measure identifies the number of children who were placed by agreement in an out of care arrangement by either the Ministry or a Delegated Aboriginal Agency. Out of care agreements are alternative care arrangements with extended family or close friends for children at risk of abuse or neglect or who are temporarily unable to live with their parents. These agreements are based on the belief that permanent relationships are a major determinant of whether children feel safe and secure.

In 2011/12, the Ministry exceeded its target of 850 out of care agreements. The growth in out of care agreements results from the continuing growth of the Extended Family Program. This program offers financial and other services to support an out of home living arrangement, without the child coming into care, where an extended family member or significant person in a child's life cares for the child.

Performance Measure 3: Number of families participating in Collaborative Planning Decision Making processes

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Number of families participating in Collaborative Planning Decision Making processes	2,967	3,724	4,127	4,400	6,691

Data Source: Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

Discussion of Results

This measure represents the number of families who have experienced collaborative planning and decision making processes, which lessen the likelihood of more intrusive intervention measures.

Collaborative planning decision making processes consist of:

- Family Group Conferencing: Family Group Conferencing is a process designed to promote cooperative planning and decision-making and to rebuild a family's support network. A Family Group Conference is a formal meeting where members of a child or youth's immediate family come together with extended family and members of the child's community.
- Mediation: Mediation is a process for working out disagreements with the help of a trained, neutral person (a mediator). The process helps the people involved work towards acceptable solutions that focus on the best interests of the child.
- Family Development Response: Family Development Response builds family capacity to safely care for the child and represents a move away from investigation as the primary response to a child protection concern. Family Development Response can involve a

range of responses and community-based options, all of which are intended to keep children safe within their families and communities.

Number of Families Participating in Collaborative Planning and Decision Making Processes

	2007/08	2008/09	2009/10	2010/11	2011/12
Number of Closed Family Development Responses	966	1,431	2,086	2,760	5,312
Number of Family Group Conferences Held	735	826	884	664	535
Number of Completed Mediation Sessions	666	710	754	703	844
Total Number of Families Participating in Collaborative Planning and Decision Making Processes	2,367	2,967	3,724	4,127	6,691

In 2011/12, the Ministry exceeded its target of completing 4,400 collaborative planning decision making processes. This was primarily the result of the continuing increase in the use of Family Development Response. The use of Collaborative Planning and Decision Making Processes is expected to continue to grow over the coming years as the Ministry implements the Collaborative Response Model for child protection cases.

Goal 3: Provide intervention services and supports based on the assessment of individual needs

Objective: Individual child and youth plans are based on individual needs and reflect a strengths and team based approach

Strategies:

Deliver training to caregivers to enable them to support the educational attainment of children and youth under continuing custody orders within their homes.

Expand the implementation of Child and Family Support, Assessment, Planning and Practice throughout the rest of the Province to further integrate service delivery.

Begin implementing the child and youth portion of Healthy Minds, Healthy People: A Ten-Year Plan to Address Mental Health and Substance Use in British Columbia by collaborating with the Provincial Health Services Authority to extend the reach of mental health services in rural and remote areas through expanded telehealth services to support case consultation/supervision and education.

Work with community partners to implement recommendations resulting from the Ministry's review of residential services.

Support children and youth with special needs transitioning to adulthood by developing and distributing information and tools for youth, families and other community members regarding effective youth transition planning.

Performance Measure 4: Number of children under a continuing custody order who enter grade seven and are still in school three years later

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Number of children under a continuing custody order who enter grade seven and are still in school three years later[1]	91.9%	93.3%	94.9%	95.0%	96.0%

Data Source: Management Information System/Social Worker System and Ministry of Education enrolment data

[1] This measure is calculated as a moving average, using the previous three years' data.

Discussion of Results

This measure identifies children served by the Ministry under a continuing custody order who were in school three years ago and were still in school in 2011/12. The Ministry achieved its target of 95 per cent in 2011/12 with an actual result of 96.0 per cent. This measure provides insight into whether children in the long term care of the Ministry are remaining in school, an indicator of their level of success in the education system.

The Ministry continues to collaborate with the Ministry of Education through the Joint Educational Planning and Support for Children and Youth in Care: Cross-Ministry Guidelines. These guidelines were created to assist social workers and teachers in improving information sharing, strengthening practice and joint planning and promoting effective communication among educators, school-based teams, child-welfare workers, caregivers and family members. Designated staff members within each school oversee the planning and monitoring of educational success for children under a continuing custody order and review their achievements and ongoing needs.

The Ministry remains committed to working with the Ministry of Education to track educational outcomes for children in care relative to other children in order to identify opportunities for planned interventions to help them succeed. Each year, the Ministry publishes the Educational Experiences of Children Under a Continuing Custody Order report which tracks the educational performance of children in long term care. To view the report, please refer to the hyperlink in Appendix B.

Performance Measure 5: Aboriginal children cared for through Aboriginal communities and providers

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Per cent of Aboriginal children having to leave their parental home who receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	53.2%	54.0%	56.8%	58.0%	58.6%

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion of Results

The Ministry believes that outcomes for Aboriginal children improve when they have a strong and ongoing connection to their culture and traditions. The Ministry achieved its 2011/2012 target for this measure with 58.6 per cent of Aboriginal children that had to leave their parental home receiving services from Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family. The 2011/12 result was a 1.8 percentage point increase over the previous year.

As the Ministry continues to expand Aboriginal service delivery options, the number of Aboriginal children who remain connected to Aboriginal caregivers is expected to increase.

Performance Measure 6: Children in "out of home care" for at least two years who experience no change in placement

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Per cent of children in "out of home care" for at least two years who experienced no change in placement	54.1%	55.6%	57.2%	56.5%	59.0%

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion of Results

The Ministry believes that healthy child development is a more likely outcome if children develop a sense of belonging while they cope with separation from their families. This means that stability of placement is essential. In 2011/12, 59.0 per cent of children who were in "out of home care" for at least two years remained in the same home. The Ministry exceeded its 2011/2012 goal for this measure.

Stability of placement does not mean that a child should never be moved but it does mean that, where possible, the number of moves should be minimized so that children in care can increase

their sense of identity and belonging. Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth. With increased Ministry use of strengths-based assessments of the child and family, the percentage of children who experience no change in placement is expected to increase over time.

Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services

Objective: Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions

Strategies:

Ensure First Nations, Métis and urban Indigenous people are supported to lead reconciliation strategies in each of the Ministry's regions following the Touchstones of Hope process or other First Nations community-based reconciliation processes.

Engage in a joint dialogue and decision-making process with Indigenous communities to ensure Indigenous people lead in the design of a Ministry-wide Indigenous Strategic Human Resource Plan.

In partnership with Indigenous communities, develop a joint dialogue and decision-making process resulting in an urban Aboriginal strategy to guide the Ministry in supporting Indigenous communities to implement culturally appropriate services to urban Indigenous children and families.

Engage in a supportive partnership with the Métis Nation of British Columbia and the Métis Commission in their implementation of a province-wide Métis Strategic Plan for child and family services.

Engage in a supportive partnership with First Nations in the design and development of their own Indigenous approaches to child and family services.

Implement strategies to address the historic inequity in funding and supports to First Nations, Métis, and urban Indigenous people.

Discussion of Results

The Ministry is committed to ensuring that every region is engaged in reconciliation with the Aboriginal people of the region. All reconciliation work is based on improving services for aboriginal children and their families and creating healthy communities, through actions and activities identified by those communities.

Touchstones of Hope is a framework for creating a new vision of child welfare. The goal of the program is to engage communities and experts in developing effective community based child welfare systems that improve outcomes for Aboriginal children, youth and families. *Touchstones of Hope* is encouraged and supported throughout the province; however, other reconciliation processes are also welcome.

Over 2011/12, there were fifteen *Touchstones of Hope* events held across the province. Four gatherings created action plans or reviewed existing action plans that came out of these or other Reconciliation events. Thirty grants were awarded and used to support the hosting of Reconciliation events and activities that resulted from those events which supported reconciliation between the government and Aboriginal communities across the province.

Over the year, work continued with the Indigenous Approaches. There are sixteen ongoing projects to support the work of Indigenous organizations in developing culturally appropriate services to meet the needs of their communities.

Dialogue also occurred with the Indigenous Community as a first step in the design of a Ministry-wide Strategic Human Resources Plan.

Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system

Objective: An integrated quality assurance system that supports continuous organizational learning and a culture of improvement

Strategies:

Implement Phase Two of an integrated case management system to improve practice and support evidence-informed decision making.

Develop and implement strengths-based quality assurance standards and provide training for staff to support practice change across the regions.

Replace the current quality assurance and audit processes with new case review and practice monitoring processes that support strengths-based developmental practice.

Make a range of research data sets available to the public.

Engage staff in the development of strategies for using technology to increase citizen engagement and enable service and business innovation.

Performance Measure 7: Number of publicly reported performance measures

Performance Measure	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Number of publicly reported performance measures	-	17	27	30	30

Discussion of Results

Increased public reporting on Ministry performance supports a stronger quality assurance system and enhances transparency. Please see the hyperlink in Appendix B of this report for the currently reported measures. During 2011/12 and 2012/13, the Ministry will focus on developing additional measures and making research data sets available.

Report on Resources

The Ministry of Children and Family Development provides a wide variety of regionally and provincially delivered services and programs. This section provides information by core business areas on the Ministry's operating expenditures and capital expenditures for 2011/12.

Core Business Areas[1]	Estimated[2]	Other Authorizations[3]	Total Estimated	Actual	Variance[4]
Operating Expenses ($000)					
Prevention	258,555	104	258,659	251,897	(6,762)
Early Intervention	236,610	926	237,536	228,689	(8,847)
Intervention & Support	696,339	791	697,130	710,101	12,971
Aboriginal Approach	19,822		19,822	15,790	(4,032)
Quality Assurance	19,430		19,430	20,502	1,072
Support to Practice	84,562		84,562	90,351	5,789
Executive & Support Services	15,273		15,273	15,082	(191)
Total Ministry Operations	**1,330,591**	**1,821**	**1,332,412**	**1,332,412**	**0**
Adjustment of Prior Year's Accrual[5]				(1,012)	(1,012)
Total Ministry	**1,330,591**	**1,821**	**1,332,412**	**1,331,400**	**(1,012)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Executive & Support Services	496		496	474	(22)
Total	**496**	**0**	**496**	**474**	**(22)**
Other Financing Transactions ($000)[3]					
Executive and Support Services - Human Services Providers Financing Program					
Receipts	31		31	34	3
Disbursements					
Net Cash Source (Requirements)	31		31	34	3
Total Receipts	**31**	**0**	**31**	**34**	**3**
Total Disbursements	**0**	**0**	**0**	**0**	**0**
Total Net Cash Source (Requirements)	**31**	**0**	**31**	**34**	**3**

[1] In the 2011/12 – 2013/14 Service Plan, the Ministry aligned its core business areas to Strong, Safe and Supported, the Ministry's previous action plan.

[2] The amounts in the "Estimated" column correspond to the revised *Estimates* reflecting a new government structure presented to the Legislative Assembly on February 15, 2011 and on May 3, 2011 due to Cabinet reorganization.

[3] "Other Authorizations" include access to Government contingencies for Municipal Pension Plan.

[4] Variance represents "Actual" minus "Total Estimated." If the Actual is greater than the Total Estimated, the Variance will be displayed as a positive number.

[5] Adjustment of Prior Year's Accrual of $1.012 million is a reversal of an accrual in the previous year.

Explanation of Resource Summary

Operating Expenditures

The 2011/12 Ministry budget is based on assumptions contained in the revised *2011/12-2013/14 Service Plan*.

The Ministry operations ended the year on budget for 2011/12 prior to the accounting entry for Adjustment of Prior Year's Accrual.

- The Aboriginal Approach variance of 20.3 per cent of annual budget was because funding was reallocated to Aboriginal cost pressures in other core business areas.

- The establishment of the Provincial Director of Child Welfare office was the main reason for a 5.5 per cent variance of annual budget in Quality Assurance.

- Support to Practice variance of 6.8 per cent of annual budget was a result of training costs related to implementing a new information system and practice changes, as well as realignment of expenditures such as legal services, from other areas to this core business.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

General Ministry enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Ministry's Regional Offices

Coast Fraser

Mailing/Physical Address:
601 – 700 West Georgia Street
Vancouver BC V7Y 1B6
Telephone: 604 660-2433
Facsimile: 604 660-1090

Vancouver Island

Mailing/Physical Address:
202 – 6551 Aulds Road
Nanaimo BC V9T 6K2
Telephone: 250 390-5454
Facsimile: 250 390-5477

Interior

Mailing/Physical Address:
400 – 1726 Dolphin Avenue
Kelowna BC V1Y 9R9
Telephone: 250 470-0888
Facsimile: 250 470-0890

North

Mailing/Physical Address:
462 – 1011 Fourth Avenue
Prince George BC V2L 3H9
Telephone: 250 565-4367
Facsimile: 250 565-4427

Appendix B: Hyperlinks to Additional Information

Ministry Links:

About Us
www.mcf.gov.bc.ca/about_us/index.htm

Contact Us
www.gov.bc.ca/mcf/contacts.html

Ministry's Homepage
www.mcf.gov.bc.ca

Family Roots Report
www.mcf.gov.bc.ca/about_us/pdf/CFD_FamilyRoots_booklet.pdf

Residential Services Review
http://www.fcssbc.ca/sf-docs/resrev/resrevfindings.pdf

Publicly Reported Performance Measures
http://www.mcf.gov.bc.ca/about_us/pdf/performance_2012.pdf

Educational Experiences of Children Under a Continuing Custody Order report
http://www.mcf.gov.bc.ca/foster/pdf/education_report_mar_2011.pdf

Ministry Regions
www.mcf.gov.bc.ca/regions/index.htm

Key Partners:

Representative for Children and Youth
www.rcybc.ca/content/home.asp

Community Living British Columbia
www.communitylivingbc.ca/

Ombudsperson
www.bcombudsperson.ca/

Public Guardian and Trustee of British Columbia
www.trustee.bc.ca/